

Focus Library

Monash University Library Annual Plan 2017

'Monash will strive to achieve excellence in research and education, built through a deep and extensive engagement with the world, to serve the good of our communities and environment.'

[Focus Monash Strategic Plan 2015-2020](#) p.9

Monash University Library Mission: Inspiring and enabling the Monash University community through exceptional expertise, scholarly resources, spaces and technologies, and through extensive collaboration and outreach.

Monash University's vision to be excellent, international, enterprising and inclusive is laid out in its 2015-2020 Strategic Plan, *Focus Monash*. The Library makes a profound contribution to the success of the University and its strategic priorities. This Annual Plan – *Focus Library* – provides details of our response to *Focus Monash* for the coming year and of the priority areas that will be our focus.

In a time of great and continuing change in pedagogy, technology, research and scholarly communication, the Library has to be nimble and responsive to the University's strategic directions. We need to draw on our particular expertise, which includes a commitment to skills development and lifelong learning, a unique perspective on the full research and education lifecycle, an ability to create and sustain outstanding learning and research environments, and confidence with eLearning and new technologies.

The completion early in the year of the major upgrades of the Sir Louis Matheson and Caulfield Libraries will be a major achievement and will deliver a new set of opportunities. The facilities will be transformative for the University community, especially students, and they will be a springboard for greatly enhanced outreach and engagement. The University will see the Library in a different, more positive light, and this will provide an opportunity for more effective communication about our role and impact. We will seize these opportunities and relish the chance to turn our attention to other areas of focus.

Focus Library is a completely new approach to strategic planning for us. It has been built from the ground up to better articulate our strategic focus. It is based around four key themes of activity and five underpinning enablers, and provides a stronger basis for mapping performance metrics to our activity. It will inform all of the work we do and underpin individual and team work plans. I hope that it inspires and enables you in the way we aim to inspire and enable the University.

Cathrine Harboe-Ree,
University Librarian
November 2016

Focus Library: 2017 Library Strategy Map

Focus Library is developed from this strategy map, which is based around four key themes of activity. As the Library contributes to the achievement of the University's goals, our actions and decisions are underpinned by *Focus Monash's* guiding principles and the enabling elements of staff and sustainability.



Summary of key strategic initiatives and enhancements 2017

Legend: UI=University led initiative, UE=University led enhancement, LI= Library led initiative, LE=Library led enhancement

Theme 1: Relevant information resources	Theme 2: Conducive learning and research environments	Theme 3: Capability building for learning and research	Theme 4: Enhanced Monash University impact and reputation	
<p>Objective 1: Enhance the relevance of information resources</p> <ul style="list-style-type: none"> a. Review the collection management policy, including electronic resources principles. (LE) b. Review the principles for expenditure of the collection budget. (LE) c. Investigate alternative models for collection budget distribution. (LE) d. Undertake a collection analysis and comparison with the University of Melbourne, particularly in Asian Studies. (LE) <p>Objective 2: Develop discovery and access pathways to information</p> <ul style="list-style-type: none"> a. Establish and implement a consistent framework for the storage, management and display of online collections. (LI) b. Review collection discoverability strategies. (LE) 	<p>Objective 1: Enhance the physical library environment</p> <ul style="list-style-type: none"> a. Complete and evaluate the Caulfield and Matheson libraries' refurbishments. (LI) b. Undertake a feasibility study for the refurbishment of the Hargrave-Andrew Library. (LI) c. Manage the closure of the Berwick campus library. (UI) d. Contribute to the completion of the closed loop payment, card and printing project. (UI) e. Leverage the Library's teaching spaces for cross campus teaching, including international campuses. (LE) f. Review and update the Library Facilities Master Plan. (LE) g. Participate in the development and implementation of campus master plans, including the Peninsula campus. (UE) h. Review physical and virtual service points, including the referral approach. (LE) <p>Objective 2: Enhance the online library environment</p> <ul style="list-style-type: none"> a. Implement the Echo360 Active Learning Environment. (LI) b. Contribute to the development of Learning Objects Repository Environment (LORE). (UI) c. Contribute to the development of Monash Learning Collections. (UE) d. Review physical and virtual service points, including the referral approach. (LE) 	<p>Objective 1: Facilitate learning, research and employability skills development</p> <ul style="list-style-type: none"> a. Strengthen the Library's contribution to Monash graduates' employability, including through the use of the Work Skill Development framework. (LI) b. Contribute to the further development of Student Futures. (UI) c. Contribute to the implementation of learning analytics. (UE) d. Continue to improve eLearning resources and programs. (LE) e. Complete the Research and Learning Online project. (LE) f. Develop academic integrity resources and programs to strengthen ethical learning, teaching and research. (LE) g. Contribute to the implementation of course architecture and development of new graduate coursework offerings, including for vertical double degrees. (UE) h. Contribute to the Graduate Researcher Development (GRD) program, and amend our efforts based on changes made at Monash Graduate Education. (UE) i. Improve our researcher outreach and engagement including through incorporating research analysis and impact tools. (LE) <p>Objective 2: Encourage and enable effective research data practice</p> <ul style="list-style-type: none"> a. Establish a Science Faculty based pilot program to actively engage with grant-funded researchers to build capability in good research data practice. (LE) 	<p>Objective 1: Maximise impact of Monash research</p> <ul style="list-style-type: none"> a. Ensure that Monash is involved in the future directions of ANDS and the other NCRIS platforms, including their future forms (as yet unknown). (LI) b. Contribute to Open Access compliance across the University. (LE) c. Provide, integrate and promote systems and practices that make research outputs collaborative, discoverable and accessible. (LE) <p>Objective 2: Contribute to scholarly communication and debate</p> <ul style="list-style-type: none"> a. Implement the Monash University Publishing online solution. (LI) <p>Objective 3: Deliver enriching public programs and outreach</p> <ul style="list-style-type: none"> a. Implement the Library's engagement strategy framework, including public programs, exhibitions and displays policies. (LI) 	
Enabler 1: Enable professional development of our staff	Enabler 2: Improve the effectiveness of our systems and processes	Enabler 3: Focus on engagement and relationship building	Enabler 4: Promote our value to our stakeholders	Enabler 5: Demonstrate our industry leadership.
<ul style="list-style-type: none"> a. Review the Library staff development plan in relation to the Library Capability Framework. (LE) b. Identify and complete 2017 priority skill development areas from the Library Capability Framework. (LE) c. Implement a targeted research data practice skill development program for Library faculty teams. (LE) 	<ul style="list-style-type: none"> a. Undertake a feasibility study for a Client Relationship Management system.(LI) b. Implement the 2016 outcomes of the Library Performance Metrics Project and the governance and workflows for metrics creation, analysis, reporting, curation and preservation. (LE) 	<ul style="list-style-type: none"> a. Promote the Library's value through targeted communication and evidence of impact/success. (LI) 	<ul style="list-style-type: none"> a. Promote the Library's value through targeted communication and evidence of impact/success. (LI) 	<ul style="list-style-type: none"> a. Review the Library staff development plan in relation to the Library Capability Framework. (LE) b. Participate in the national copyright review. (LE)

Theme 1 - Relevant information resources

Link to University Plans: *Academic Plan, Excellent - Research, Education; Focus Monash – Enabling Elements - Staff and Sustainability*

- Rich and comprehensive collections
- Easily discoverable and accessible through multiple channels
- Available to students, staff and scholars for study and research

Objective 1: Enhance the relevance of information resources

We will identify and procure a wide range of information resources to meet the diverse needs of our clients. Information resources include:

- print (both held and owned at our own locations, and available through document delivery from external parties);
- online databases;
- a wide range of digitised resources and materials; and
- unique publications held in our special collections.

We will selectively add to this breadth of information by purchasing resources based on our understanding of the new requirements of course curricula and research areas while encouraging students and staff to be involved in selection through their specific requests and automatic purchases of eBooks listed in the Library's Search tool. We will source the material in the most cost effective way, based on evaluation of preferred information resource usage patterns.

Focus question/s	What are our key initiatives and enhancements?	Who leads this work?
Does the Library have what users need?	1.1.a. Review the collection management policy, including electronic resources principles. (LE) 1.1.b. Review the principles for expenditure of the collection budget. (LE) 1.1.c. Investigate alternative models for collection budget distribution. (LE) 1.1.d. Undertake a collection analysis and comparison with the University of Melbourne, particularly in Asian Studies. (LE)	Director, Resources
What data indicates our ongoing relevance to the University?	<ul style="list-style-type: none"> • # downloads • cost per download • # new items added to the collection 	<ul style="list-style-type: none"> • # loans • # document delivery requests

Objective 2: Develop discovery and access pathways to information

We will seek to enhance onsite and remote access to our information resources. This will include improving the ease of discovery of required information through a variety of online search and discovery tools. We aim to provide optimal access to electronic information resources via multiple device types, from any location. In facilitating this access, we will ensure that all legitimate copyright and licence conditions are met. We will strive for continuous improvement in our delivery standards.

Focus question/s	What are our key initiatives and enhancements?	Who leads this work?
Can users access what they need?	1.2.a. Establish and implement a consistent framework for the storage, management and display of online collections. (LI) 1.2.b. Review collection discoverability strategies. (LE)	Director, Resources; Director, Education; Director, Research

What data indicates our ongoing relevance to the University?	<ul style="list-style-type: none"> • # accesses of electronic resources • # searches run in Primo • # searches run in Primo where user did not progress beyond first results screen 	<ul style="list-style-type: none"> • # searches run in Primo where user selected item level details • # accesses of reading lists • # accesses of Library Guides • # accesses of recorded lectures
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Theme 2 - Conducive learning and research environments

Link to University Plans: *Academic Plan, Excellent – Education – Learning and teaching environment; International Plan, Excellent – Education – Talent, Learning and teaching environment*

- Managed, compelling and stimulating physical and online spaces
- Available for independent or group-based learning and research by students, staff and scholars
- Advised and assisted by knowledgeable, responsive Library staff

Objective 1: Enhance the physical library environment

We will develop and improve facilities in all of our physical libraries. This will include major redevelopment projects such as those underway at the Matheson and Caulfield Libraries, as well as smaller programs of continuous improvement at all libraries. This will result in flexible, technology-rich spaces for quiet individual study or collaborative group learning and research activities. We will equip spaces with appropriate technology and facilities, including those for users with a disability, and provide self-service and mediated assistance options. We will ensure that our staff are knowledgeable in the varying needs of our onsite users and can respond effectively to their queries.

Focus question/s	What are our key initiatives and enhancements?	Who leads this work?
Are our physical environments fit for purpose?	2.1.a. Complete and evaluate the Caulfield and Matheson libraries' refurbishments. (LI) 2.1.b. Undertake a feasibility study for the refurbishment of the Hargrave-Andrew Library. (LI) 2.1.c. Manage the closure of the Berwick campus library. (UI)	University Librarian; Directors
Are Library staff responsive to physical library user needs?	2.1.d. Contribute to the completion of the closed loop payment, card and printing project. (UI) 2.1.e. Leverage the Library's teaching spaces for cross campus teaching, including international campuses. (LE) 2.1.f. Review and update the Library Facilities Master Plan. (LE) 2.1.g. Participate in the development and implementation of campus master plans, including the Peninsula campus. (UE) 2.1.h. Review physical and virtual service points, including the referral approach. (LE)	
What data indicates our ongoing relevance to the University?	<ul style="list-style-type: none"> • # visits • % of use of PC hours available • occupancy level as a % of seating capacity during opening hours 	<ul style="list-style-type: none"> • % of rooms booked as a % of total rooms available by time • # of digital wayfinding requests • % of inquiries resolved at first physical point of contact

Objective 2: Enhance the online library environment

We will develop and improve our online learning and research environments. They will be well-designed and make the best use of technology to enable unmediated discovery, access and learning. Our environments will be engaging and inclusive as we reach out to the Monash community and beyond in the case of open access materials and exhibitions. Staff will respond effectively to queries with the same commitment and impact as that provided through a physical contact space.

Focus question/s	What are our key initiatives and enhancements?	Who leads this work?
Are our online environments fit for purpose?	2.2.a. Implement the Echo360 Active Learning Environment. (LI) 2.2.b. Contribute to the development of Learning Objects Repository Environment (LORE). (UI) 2.2.c. Contribute to the development of Monash Learning Collections. (UE)	University Librarian; Directors
Are Library staff responsive to online library user needs?	2.2.d. Review physical and virtual service points, including the referral approach. (LE)	
What data indicates our ongoing relevance to the University?	<ul style="list-style-type: none"> # hits on website 	<ul style="list-style-type: none"> % of inquiries resolved at first point of virtual contact

Theme 3 - Capability building for learning and research

Link to University Plans: *Academic Plan, Excellent – Education – Focus on student outcomes - Learning and teaching environment – Talent, Enterprising – Education, Inclusive – Public outreach and understanding; International Plan, Excellent – Education – Focus on student outcomes, Excellent – Research – Talent - Infrastructure, Enterprising – Education, Inclusive - Connection and belonging*

- In- and co-curricular programs for students and staff to develop research and learning skills
- Created and delivered collaboratively by academics/expert practitioners, librarians and learning skills advisers
- Expert advice and programs to build research data practice capabilities

Objective 1: Facilitate learning, research and employability skills development

We will embed targeted skill-development programs within coursework and graduate research curricula to facilitate student success in research and learning, and contribute expertise to curriculum review, renewal and accreditation processes. We will offer co-curricular programs, resources and activities that complement the academic curriculum and provide additional opportunities for students to develop skills and attributes. We will partner with student and staff researchers to provide advice on evolving scholarly communication, improving the reach and measuring the impact of research output. Our approach will be student/researcher-centred, collaborative, and informed by developments in educational practice, research and information and communications technology.

Focus question/s	What are our key initiatives and enhancements?	Who leads this work?
Are we facilitating student engagement, transition and progression at university?	3.1.a. Strengthen the Library's contribution to Monash graduates' employability, including through the use of the Work Skill Development framework. (LI) 3.1.b. Contribute to the further development of Student Futures. (UI) 3.1.c. Contribute to the implementation of learning analytics. (UE)	Director, Education; Director, Research
Are we contributing to the development of students' research, learning and employability skills within coursework and graduate research curricula?	3.1.d. Continue to improve eLearning resources and programs. (LE) 3.1.e. Complete the Research and Learning Online project. (LE) 3.1.f. Develop academic integrity resources and programs to strengthen ethical learning, teaching and research. (LE) 3.1.g. Contribute to the implementation of course architecture and development of new graduate coursework offerings, including for vertical double degrees. (UE) 3.1.h. Continue to contribute to the Graduate Researcher Development (GRD) program, and amend our efforts based on changes made at Monash Graduate Education. (UE)	

Are we building graduate research and researcher capabilities?	3.1.i. Improve our researcher outreach and engagement including through incorporating research analysis and impact tools. (LE)	
What data indicates our ongoing relevance to the University?	<ul style="list-style-type: none"> • # in-curricular/co-curricular Library skill-development programs + hours of delivery + attendance • # in-curricular/co-curricular Library skill-development eLearning resources + hours of development + # hits/ views/ global reach/Moodle analytics • # monTRACK referrals to Library services • # APC referrals / 1:1 appointments • # visits to R & L service point 	<ul style="list-style-type: none"> • # 1:1 consultations for student and staff researchers • # units reached as % of total units • # programs/ resources/ projects informed by RSD/WSD as compared to prior year • # collaborations with and contributions to projects with faculties and other University organisational units + time spent • # Library-run staff programs (e.g. CEED, learning lunchboxes) + hours of delivery + attendance

Objective 2: Encourage and enable effective research data practice

We will develop and disseminate approaches that enhance the research data practices of undergraduates, graduate coursework and research students and staff. We will partner with MeRC, eSolutions, the Research Office and relevant Offices of the Vice Provosts to lead the development of research data frameworks and their adoption.

Focus question/s	What are our key initiatives and enhancements?	Who leads this work?
Are we encouraging and enabling effective research data practice capabilities in students and staff?	3.2.a. Establish a Faculty of Science based pilot program to actively engage with grant-funded researchers to build capability in good research data practice. (LE)	Director, Research
What data indicates our ongoing relevance to the University?	<ul style="list-style-type: none"> • # in-curricular/co-curricular Library research data practice skill-development programs + hours of delivery + attendance • # in-curricular/co-curricular Library research data practice skill-development eLearning resources + hours of development + # hits/ views/ global reach/Moodle analytics 	<ul style="list-style-type: none"> • # 1:1 research data practice consultations for student and staff researchers • # research data practice collaborations with and contributions to projects with faculties and other University organisational units + time spent

Theme 4 - Enhanced Monash University impact and reputation

Link to University Plans: *Academic Plan – Excellent – Research – Talent, Focus, Inclusive – Public outreach and understanding; International Plan – Excellent – Research, Inclusive - Connection and belonging*

- Enable broader dissemination of Monash’s research and research data
- Contribute to scholarly learning and intellectual debate
- Engage with the wider community through enriching programs

Objective 1: Maximise impact of Monash research

We will provide expertise, systems and processes to maximise the visibility of Monash research and research data. We will initiate and lead emerging solutions to maximise research impact as we work with, encourage and integrate with related University infrastructure, systems, processes and expertise.

Focus question/s	What are our key initiatives and enhancements?	Who leads this work?
Do our activities enhance the impact of Monash's research and its researchers?	4.1.a. Ensure that Monash is involved in the future directions of ANDS and the other NCRIS platforms, including their future forms (as yet unknown). (LI) 4.1.b. Contribute to Open Access compliance across the University. (LE) 4.1.c. Provide, integrate and promote systems and practices that make research outputs collaborative, discoverable and accessible. (LE)	University Librarian; Director, Research
What data indicates our ongoing relevance to the University?	<ul style="list-style-type: none"> # views/downloads of theses/publications/research collections/data # sales of Monash University Publishing titles by Monash authors 	<ul style="list-style-type: none"> # downloads of Monash University Publishing Open Access titles by Monash authors

Objective 2: Contribute to scholarly communication and debate

We will initiate discussion and debate on topics of scholarly communication to further Monash University's impact and reputation, excellence and connectivity. Monash University Publishing (the Press) nurtures quality publishing that contributes to wider scholarly communication and debate, further enhancing the reputation of the University.

Focus question/s	What are our key initiatives and enhancements?	Who leads this work?
Do we participate in the creation and implementation of new forms of scholarly communication in a way that fosters national and international debate?	4.2.a. Implement the Monash University Publishing online solution. (LI)	Director, Research
Does the quality work commissioned and inspired by Monash University Publishing (the Press) contribute to wider scholarly communication and debate?		
What data indicates our ongoing relevance to the University?	<ul style="list-style-type: none"> # public presentations by Library staff # published outputs by Library staff 	<ul style="list-style-type: none"> # sales of Monash University Publishing titles # downloads of Monash University Publishing Open Access titles

Objective 3: Deliver enriching public programs and outreach

We will leverage our collections and expertise to engage not only with audiences inside the University, but also with the wider community through a planned series of programs and outreach activities. Such programs and activities will include exhibitions and displays as well as engagement activities with external audiences to showcase the University's many strengths and build strong engagement within Victoria and beyond.

Focus question/s	What are our key initiatives and enhancements?	Who leads this work?
Do our public programs and outreach showcase the value of the University's education and research, and the Library's special collections and subject expertise?	4.3.a. Implement the Library's engagement strategy framework, including public programs, exhibitions and displays policies. (LI)	University Librarian; Director, Excellence & Engagement; Director, Resources
What data indicates our ongoing relevance to the University?	<ul style="list-style-type: none"> # events # attendees at events 	<ul style="list-style-type: none"> % of events meeting targeted attendance # visits of online exhibitions

Enablers

Link to University Plans: *Focus Monash - Enabling Elements – Staff and Sustainability*

We will underpin our ability to achieve this plan's objectives by focussing on staff and sustainability, the enabling elements outlined in *Focus Monash*.

Enabler 1: Enable the professional development of our people

We will invest in professional development at all levels within the Library, inspiring and enabling staff to be highly knowledgeable and skilled to meet the changing needs and priorities of the University.

Focus question/s	What are our key initiatives and enhancements?	Who leads this work?
Are we enabling the professional development of our people?	1.a. Review the Library staff development plan in relation to the Library capability framework. (LE) 1.b. Identify and complete 2017 priority skill development areas from the Library Capability Framework. (LE) 1.c. Implement a targeted research data practice skill development program for Library faculty teams. (LE)	University Librarian; Directors
What data indicates that we are developing the necessary internal capabilities?	<ul style="list-style-type: none"> % of employees achieving 2017 priority Library Capability Framework capabilities 	<ul style="list-style-type: none"> % of Library faculty team members completed targeted research data practice skill development program

Enabler 2: Improve the effectiveness of our systems and processes

We will match this focus on professional development with the renewal of internal systems, processes and workflows, to enable responsive resources, programs and services, and promote sound management and fiscal governance.

Focus question/s	What are our key initiatives and enhancements?	Who leads this work?
Are we improving the effectiveness of our systems and processes?	2.a. Undertake a feasibility study for a Client Relationship Management system. (LI) 2.b. Implement the 2016 outcomes of the Library Performance Metrics Project and review the governance and workflows for metrics creation, analysis, reporting, curation and preservation. (LE)	University Librarian; Directors

What data indicates that we are developing the necessary internal capabilities?	<ul style="list-style-type: none"> • # of cost centres over budget YTD • # of workflow improvements implemented 	<ul style="list-style-type: none"> • % of internal process/system project initiative milestones achieved on time per initiative plan
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Enabler 3: Focus on engagement and relationship building

Our strategy has been framed to maximise engagement with stakeholders and resources will be allocated to achieve the strongest connections with the University's priorities.

Focus question/s	What are our key initiatives and enhancements?	Who leads this work?
Are we focussing on engagement and relationship building?	3.a. Promote the Library's value through targeted communication and evidence of impact/success. (LI)	University Librarian; Directors
What data indicates that we are developing the necessary internal capabilities?	<ul style="list-style-type: none"> • % of external communications (events and materials) delivered (per communication plan) 	<ul style="list-style-type: none"> • % of internal communications (events and materials) delivered (per communication plan)

Enabler 4: Promote our value to our stakeholders

We know that some stakeholders are unaware that they use processes, systems and information that have been developed and provided by the Library. We will continue to ensure that the impact of our work is fully understood and lobby for the resources necessary to build on our solid foundations.

Focus question/s	What are our key initiatives and enhancements?	Who leads this work?
Are we promoting our value to our stakeholders?	4.a. Promote the Library's value through targeted communication and evidence of impact/success. (LI)	University Librarian; Directors
What data indicates that we are developing the necessary internal capabilities?	<ul style="list-style-type: none"> • % of performance metrics available quarterly 	<ul style="list-style-type: none"> • # of Library success case studies published

Enabler 5: Demonstrate our industry leadership

We will undertake our own research and contribute to industry bodies and others to demonstrate leadership in the development and application of innovative best practice for university libraries.

Focus question/s	What are our key initiatives and enhancements?	Who leads this work?
Are we demonstrating our industry leadership?	5.a. Review the Library staff development plan in relation to the Library capability framework. (LE) 5.b. Participate in the national copyright review. (LE)	University Librarian; Directors
What data indicates that we are developing the necessary internal capabilities?	<ul style="list-style-type: none"> • # of industry external committee (office bearer roles) held by Library staff • # of invitations for Library staff to join advisory or leadership groups 	<ul style="list-style-type: none"> • # public presentations by Library staff • # published outputs by Library staff